

1. **Service Met Expectations:** When I placed an order at Tim Horton's coffee shop, I was given exactly what I had ordered – a steeped tea and a honey dip donut. The server was courteous but I didn't find the encounter to be anything extraordinary. I therefore had no problems going back to Tim Horton's for coffee or donuts again, but at the same time, I wasn't going to be telling anyone stories about how happy I was with the company.

**Service Exceeded Expectations:** When flying back to Calgary, our flight coming into London-Heathrow International Airport was delayed. By the time we got off of this flight, there were only 15 minutes left before the Air Canada flight to Calgary was to take off! Air Canada had been notified in advance that our flight was late, however, and thus when we got off the plane and entered the airport, an Air Canada employee was waiting for us with an airport cart, which was used to quite literally speed us across Heathrow's massive terminal and barely catch our flight. After this experience, I think (and talk about) highly of Air Canada, and despite the complaints I've heard about the airline, I am still very happy to fly with them.

**Service Did NOT Meet Expectations:** I had a car audio system installed at Best Buy, and two days later my Jeep's electrical system malfunctioned, with gauges and warning lights turning on and off for no reason. When I took it back to get it checked out, the technician who was supposed to fix it basically told me there was no way that the Best Buy product could cause the problem, that my Jeep was "f\*\*\*ked", and that I had two choices – either go to a dealership as the Jeep was, or else that he would remove the system and I could "go to a dealership, find out the hook-up isn't the problem, and pay \$50 to get it put back in". He eventually removed the system, my Jeep's electrical problems are now fixed, and I have written letters to Best Buy regarding the incident. I no longer recommend Best Buy to my friends/family, especially for car audio systems.

2.
  - a. Alberta Health Services (AHS) is a crown corporation of Alberta responsible for the delivery of many healthcare services across the province. The organization was formed in 2009 via a merger of 11 other organizations (9 health regions, the Alberta Cancer Board, and the Alberta Mental Health Board), and currently has over 90 000 employees. Alberta Health Services is responsible for a wide variety of healthcare services, including cancer centres, acute care hospitals, urgent care centres, community health and nutrition, along with many other areas.
  - b. Deming's Points:
    - i. Break down barriers between departments  
Alberta Health Services is characterised by cross-functional teamwork across the organization. As an example, at acute care hospitals in Calgary, all departments were involved in designing and synchronizing various functions (such as Emergency Department care, Diagnostic Imaging, Health Records, Admitting, and even Primary Care Physicians) of the Sunrise Clinical Manager IT system.
    - ii. Drive out fear  
Alberta Health Services is currently in the midst of a very large organizational reform. As a relatively young entity, especially one

created from the merger of 11 established organizations, AHS has so far struggled to create its own image. Additionally, the fiscal crisis plaguing the Alberta Government has resulted in layoffs and wage freezes, which in turn has created a culture of fear rampant throughout the organization's 90 000 employees. AHS managers and the executive need to tackle this fear of change exhibited by employees head-on, and the best strategy to do this is by opening up more lines of communication with AHS employees.

iii. Institute Education and Self-Improvement

This is another area in which AHS could significantly improve. Currently, AHS not only does not cover the costs related to education and self-improvement, but also forces employees to use up their banked vacation time when choosing to take a course. AHS could improve this by allowing employees to take courses without using up vacation time.

iv. Constantly Improve the System

AHS is constantly striving to find minor improvements and efficiencies within their work processes. This has been quite a challenge, as each of the 11 merged organizations had differing standards and procedures. To manage this, AHS has followed a mantra of identifying the 'best practice' across the province for a given process, and then implementing it province-wide. These initiatives are making an impact on improving processes while at the same time cutting costs due to standardization across the province and resulting economies of scale.

v. Adopt a new philosophy

AHS has spent the year 2009 focused almost entirely on reducing costs and increasing efficiency, due to the \$1.2 Billion deficit accumulated by the organization. However, in 2010, as a result of increased funding from the Alberta Government, the executive of AHS has now shifted their focus towards the improvement of the quality of healthcare in Alberta – the organization now lists as its top priorities reducing wait times for surgeries and emergency departments, as well as reducing workplace injuries. This increased emphasis on quality of service is also serving to increase worker morale.

- c. Like many other organizations, it appears that AHS is working on implementing some, but not all, of Deming's 14 points. As illustrated above, AHS comes up short on some of the points, such as the support for education and self-improvement of employees. However, on other points, such as breaking down barriers between departments, AHS has been largely successful. As AHS is still a very young organization struggling to find its footing in Alberta, it is not surprising that all 14 points have not yet been dealt with, and we would expect that over the next 5 years, many more of Deming's points would be addressed by the organization.

3.

**Table 1. Causes of Excessive Time-In-System Delays at Distribution Center**

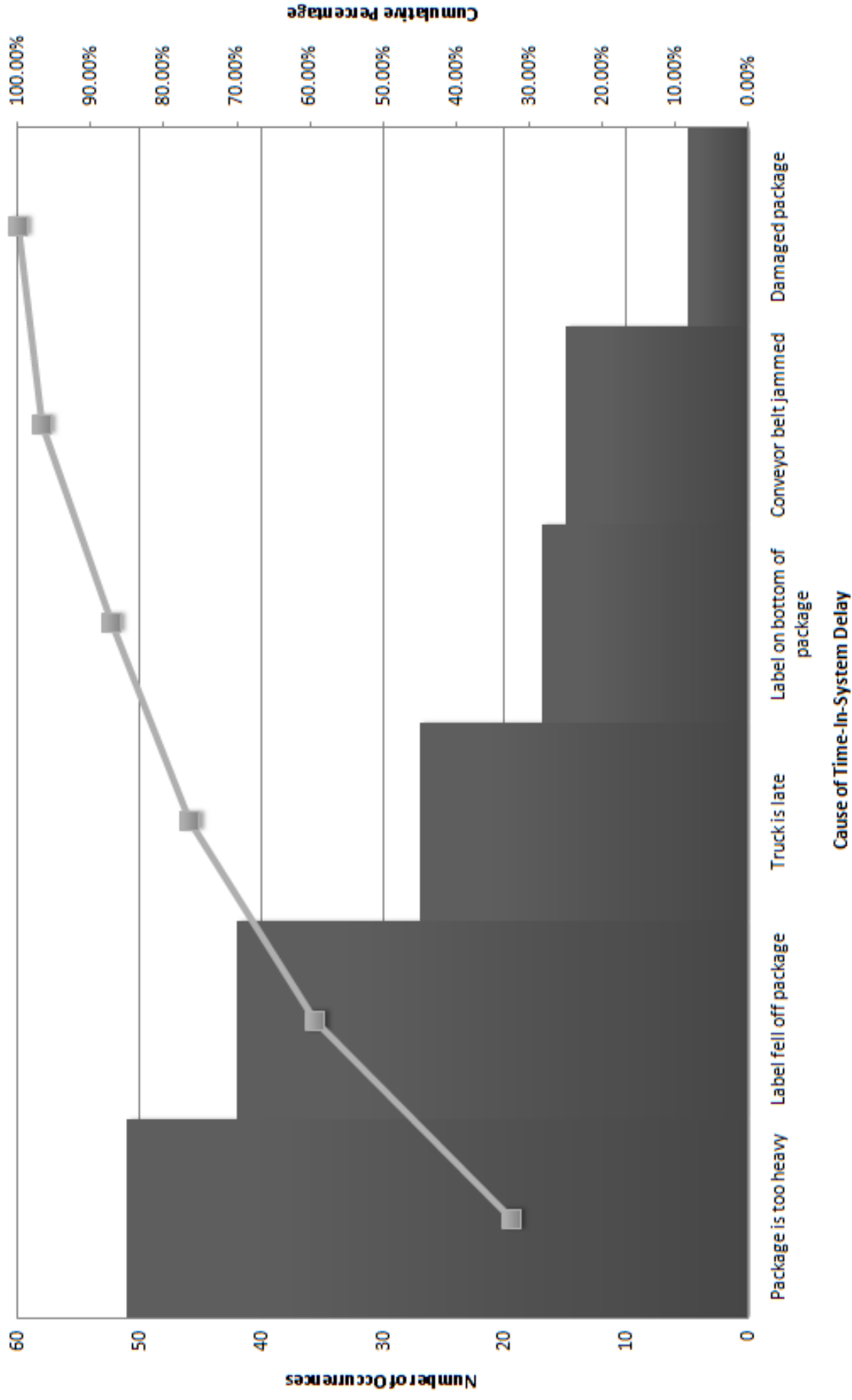
| <b>Cause</b>               | <b>Details</b>  | <b># of occurrences</b> | <b>% of total</b> | <b>Cumulative %</b> |
|----------------------------|---|-------------------------|-------------------|---------------------|
| Package is too heavy       | It must be re-packed to not exceed the maximum weight         | 51                      | 32.48%            | 32.48%              |
| Label fell off package     | Package goes “round and round” conveyor system                | 42                      | 26.75%            | 59.24%              |
| Truck is late              | There is no truck at the dock to put the product on           | 27                      | 17.20%            | 76.43%              |
| Label on bottom of package | Scanner can only read sides of packages                       | 17                      | 10.83%            | 87.26%              |
| Conveyor belt jammed       | Conveyor belt stops when a package blocks a route             | 15                      | 9.55%             | 96.82%              |
| Damaged package            | Package had to be manually repaired before re-entering system | 5                       | 3.18%             | 100.00%             |
| <b>Total</b>               |   | <b>157</b>              | <b>100.00%</b>    |                     |

a) See next page for Pareto Chart.

b) To address the issue of packages being too heavy, one solution would be to provide wholesalers (shipping packages to the distribution centre) with small discounts (valued at less than the cost of labour-hours required to repack the packages) if all (or nearly all) of their packages for the month come in at or below the maximum weight. This would encourage the suppliers to check the weights of their packages, reducing delays and at the same time improving the image of the distribution centre. Another alternative is to increase the weight capacity of the conveyor belt in the distribution centre, which would increase the maximum weight limit on the packages. This would mean that fewer packages would be too heavy, reducing delays.

To address the issue of labels falling off of packages, one solution is to switch from using labels to instead using RFID tags. This system would not require labels to identify packages, and would thus also solve the problem of labels being on the bottom of the package. Another solution to the problem would be to stick two labels on each package (on opposite facing sides of the package), so that even if one label falls off, there is another label still on the package.

# Causes of Excessive Time-In-System Delays: Pareto Chart



4. Canada Award for Excellence Winners:

**Order of Excellence Award**

- **Diversicare Canada Management Services Co., Inc.,**  
Mississauga, Ontario – Quality
- **Region of Peel,**  
Brampton, Ontario – Quality

**Quality Award**

- **ASRC Energy Services Tri Ocean Engineering Ltd.,**  
Calgary, Alberta – Gold Trophy
- **City of Prince George,**  
Prince George, British Columbia – Gold Trophy
- **Manulife Financial - Individual Wealth Management Operations,**  
Waterloo, Ontario – Gold Trophy
- **Ontario Ministry of Northern Development, Mines and Forestry,**  
Sudbury, Ontario – Gold Award
- **Ontario Parks, Ontario Ministry of Natural Resources,**  
Peterborough, Ontario – Gold Award
- **Pulp and Paper Health and Safety Association,**  
North Bay, Ontario – Gold Award
- **City of Dawson Creek,**  
Dawson Creek, British Columbia – Silver Award
- **CMA Canada,**  
Mississauga, Ontario – Silver Award
- **OTIP RAE0,**  
Waterloo, Ontario – Silver Award
- **Social Services Department, Regional Municipality of Durham,**  
Whitby, Ontario – Silver Award
- **Revenue Operations & Client Services Branch, Corporate & Quality Service Division, Ontario Ministry of Finance,**  
Oshawa, Ontario – Bronze Award

**Organizational Quality and Healthy Workplace® Award**

- **Ceridian Canada - LifeWorks,**  
Markham, Ontario – Bronze Award

**Healthy Workplace® Award**

- **Calian Technologies Ltd., Business and Technology Services Division,**  
Ottawa, Ontario – Gold Trophy
- **College of Registered Nurses of Nova Scotia,**  
Halifax, Nova Scotia – Gold Trophy
- **Pfizer Canada Ltd.,**  
Kirkland, Quebec – Gold Trophy
- **Region of Peel,**  
Brampton, Ontario – Gold Trophy
- **Seaview Manor Corporation,**  
Glace Bay, Nova Scotia – Gold Trophy
- **Research In Motion,**  
Waterloo, Ontario – Silver Trophy
- **Windsor Regional Hospital,**  
Windsor, Ontario – Silver Award

**Healthy Workplace® Award for Small Business**

- **Centre for Health & Safety Innovation,**  
Mississauga, Ontario – Silver Trophy